



2005 DOE Facility Representatives Workshop SUMMARY

May 17 – 19, 2005
Tuscany Hotel
Las Vegas, Nevada






Department of Energy

Washington, DC 20585

June 17, 2005

MEMORANDUM FOR DISTRIBUTION

FROM: John Evans 
Headquarters Facility Representative Program Manager
Office of the Departmental Representative to the
Defense Nuclear Facilities Safety Board (DR-1)

SUBJECT: 2005 DOE Facility Representatives Workshop

The 2005 DOE Facility Representatives Workshop was held in Las Vegas from May 17-19, 2005. The objectives of the workshop were to share lessons learned from Facility Representative Programs across the complex and to provide information to assist Facility Representatives in carrying out their responsibilities. At the workshop, the 2004 Facility Representative of the Year Award was presented jointly to Jeffrey Cravens from the Y-12 Site Office and to Robert Knighten from the Idaho Operations Office. A total of 129 personnel attended, including 51 Facility Representatives, representing every major program and field office with Facility Representatives.

The workshop achieved its objectives. The attached workshop summary provides the following information:

- Workshop Attendees
- Workshop Agenda
- Summary of Achievements of the 2004 Facility Representative of the Year Nominees and Winners
- Survey Results
- Reference Materials

We received many positive comments from participants who found the workshop to be valuable. Please call me at (202) 586-3685 if you have any questions or comments regarding the workshop or the Facility Representatives Program.

Attachment



Printed with soy ink on recycled paper

J. Evans to Distribution
June 17, 2005

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Manager, Portsmouth/Paducah Project Office
Manager, Princeton Site Office
Manager, Richland Operations Office
Manager, Rocky Flats Project Office
Manager, Sandia Site Office
Manager, Savannah River Operations Office
Manager, Savannah River Site Office (NNSA)
Manager, Y-12 Site Office

Facility Representative Sponsors
Facility Representative Steering Committee
Facility Representatives
Workshop Attendees

2004 DOE FACILITY REPRESENTATIVES WORKSHOP SUMMARY

I. Workshop Objectives

The DOE Facility Representatives Annual Workshop was held in Las Vegas from May 17-19, 2005. The purpose of the workshop was to share lessons learned from Facility Representatives across the DOE complex and to provide information to assist Facility Representatives in carrying out their responsibilities. In addition, this year's workshop included Safety System Oversight (SSO) personnel who participated in the workshop discussions and panels, and a separate SSO breakout session.

II. Workshop Design

A. Workshop Attendees

Field and program office managers were requested to provide representatives to this workshop. A total of 129 DOE personnel attended, representing every major program and field office. Included were 51 Facility Representatives, representing one quarter of the Facility Representative community. Appendix A provides a complete list of the workshop attendees and a summary of the percentage of Facility Representative attendees per field office.

B. Workshop Agenda

The workshop agenda included a combination of joint sessions, panel discussions, and sharing of lessons learned. Elizabeth Sellers, Manager of the Idaho Operations Office, provided the keynote address on safety oversight activities at the Idaho site. A total of 15 Facility Representative provided Lessons Learned/Good Practice presentations, and several other Facility Representatives provided other types of presentations as well. In addition, the Honorable Joseph F. Bader, a member of the Defense Nuclear Facilities Safety Board, provided remarks on ways to continue to improve the effectiveness of the Facility Representative program.

C. Workshop Presentation Materials

Workshop presentation materials, pictures, and videos have been made available on the Facility Representatives Web Site at <http://www.facrep.org>.

III. Workshop Results

A. 2004 Facility Representative of the Year Award

At the workshop, the 2004 Facility Representative of the Year Award was presented jointly to Jeffrey Cravens from the Y-12 Site Office and to Robert Knighten from the Idaho Operations Office. A total of 14 Facility Representatives were nominated for this year's award. Appendix C provides a summary of the achievements of this year's nominees and winners. This summary may be useful for other Facility Representatives to learn about the level of performance that merits this recognition.

B. Workshop General Sessions and Panel Discussions - Summary

Beth Sellers, Manager, Idaho Operations Office, provided the keynote address. The theme of the address was “Safety Oversight at the Idaho Site.” She discussed the many changes occurring at the Idaho Site and the challenges of providing effective oversight under such conditions. Changes she described included new contractors for the laboratory and environmental management work, management of the Argonne National Laboratory – West site transferring to the Idaho Operations Office, and the changeout of the contractor for the operation of the Advanced Mixed Waste Treatment Facility. She also highlighted the changes to the Facility Representative program that are anticipated in the near future.

Also highlighting the agenda were remarks from Joseph F. Bader, the newest member of the Defense Nuclear Facilities Safety Board. Mr. Bader stressed that Facility Representatives should know their facility as if they were present during its design and construction. He further noted that understanding the design basis accidents and the controls in place to prevent or mitigate these accidents are vitally important to effective oversight. He also added that the Board sees the role of the Facility Representatives as similar to that of the Board’s Site Representatives in that the Facility Representatives require careful balancing and prioritization of primary responsibilities to maintain the intent of this key position...being the “eyes and ears” for the Department.

Billy Robbins of Jubilee Enterprises provided an enlightening and thought-provoking presentation on workplace safety. He is one of the top motivational speakers in safety culture and workplace safety. Mr. Robbins lost both hands in an electrical accident that was not his fault and which he could not have prevented. His message was that as safety professionals, everyone’s decisions and judgment affect the safety of others and that responsibility should not to be taken lightly.

The Facility Representative Lessons Learned/Good Practice presentations were again a central component of the workshop. This exchange was highly valuable and participants provided pertinent topics and valuable lessons learned. A total of 15 Facility Representatives provided presentations on operational, technical, and programmatic topics. The presentation by Brian Harkins, a Facility Representative from the Office of River Protection, was voted “Most Outstanding Presentation.” His topic was Facility Representative’s role in Safety Leadership. Honorable mention awards were given to Jeff Williams from Los Alamos Site Office, Jaime San Mateo from Livermore Site Office, Mat Irwin from Richland Operations Office, and Steve McDuffie, from the Richland Operations Office for their presentations.

Each of the three days included general discussions that allowed for questions and answers and some lively discussion on management expectations, effective facility oversight, and career enhancement techniques.

C. Summary of Participant Surveys

Workshop participants were requested to complete a survey regarding the workshop. Appendix D provides the survey results.

APPENDIX A

WORKSHOP ATTENDEES



PERCENTAGE OF FACILITY REPRESENTATIVES AT THE WORKSHOP
FROM FIELD/OPS OFFICES

Ops/Field/Site Office	Total Number of FRs	Number of FRs at Workshop	Percentage
NSO	7	6	86
SRSO	3	2	67
SSO	8	4	50
PNSO	2	1	50
RF	7	3	43
ORP	11	4	36
LASO	12	4	33
OR	22	6	27
PXSO	8	2	25
PPPO	4	1	25
CH (NBL, ASO)	9	2	22
LSO	9	2	22
RL	20	4	20
ID	17	3	18
BHSO	6	1	17
SR	28	4	14
YSO	9	1	11
OH	11	1	9
CBFO	1	0	0
	194	51	26%

Number of Facility Representative Steering Committee Members at Workshop: 16 out of 45 = 36%

2004 DOE FACILITY REPRESENTATIVES WORKSHOP ATTENDEES

First Name	Last Name	Organization	FR?	Phone	Email
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Appendix A

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Appendix A

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APPENDIX B

AGENDA



DAY 1: TUESDAY, MAY 17, 2005

- 8:00 a.m. Opening Remarks
John Evans, Facility Representative Program Manager
- 8:15 a.m. Welcome
Kathy Carlson, Manager, Nevada Site Office
- 8:30 a.m. Videotaped Remarks from the Secretary
Samuel W. Bodman, Secretary of Energy
- 8:40 a.m. Keynote Address - Safety Oversight at the Idaho Site
Beth Sellers, Manager, NE-ID
- 9:10 a.m. Facility Representative of the Year Presentation
*Mark B. Whitaker, Jr.,
Departmental Representative to the Defense Nuclear Facilities Safety Board (DR-1)*
- 9:45 a.m. Break
- 10:00 a.m. Perspective from the Defense Nuclear Facilities Safety Board
Joseph F. Bader, Member DNFSB
- 10:30 a.m. Senior Management Panel
Moderator: John Evans
Panel Members: Beth Sellers; Kathy Carlson; Mark B. Whitaker, Jr., Departmental Representative to the Defense Nuclear Facilities Safety Board; Bill Brumley, Manager, Y-12 Site Office; Roy Schepens, Manager, Office of River Protection; Michael Weis, Deputy Manager, Richland Operations Office
- 12:00 p.m. Lunch
- 1:30 p.m. Hooked on Safety
Billy Robbins, Jubilee Enterprises, Inc.
- 3:30 p.m. Break
- 3:45 p.m. DOE Management of the Hanford Waste Treatment Plant
Todd Shrader, WTP Engineering Division
- 4:15 p.m. Facility Representative Program Summary
John Evans

DAY 2: WEDNESDAY, MAY 18, 2005

- 7:50 a.m. Introduction
John Evans, Facility Representative Program Manager
- 8:00 a.m. The New DOE Operating Experience Program
*Frank Tooper, Director, Office of Analytical Studies,
Office of Environment, Safety and Health*
- 8:45 a.m. Break
- 9:00 a.m. Facility Representatives Sharing of Good Practices and Lessons Learned (4)
- Facility Rep Response to a Radiological Overexposure Event
Glyn Trechard, ORP Facility Rep
 - Radiation Overexposure Event at West Valley
Bill Hunt, WVDP Facility Rep
 - Assessment of Uptake Event at 618-2 Remedial Action Site
Steve McDuffie, RL Facility Rep
 - Implementation of Criticality Safety Requirements
Jerry Lipsky, YSO Facility Rep
- 10:15 a.m. Break
- 10:30 a.m. Criticality Safety Lessons Learned
*Jerry McKamy, Nuclear Criticality Safety Engineer, National Nuclear Security
Administration*
- 11:15 a.m. Panel—Effective Oversight with Safety System Oversight Personnel and Facility
Representatives
Moderator: John Evans
*Panel Members: Mike Mikolanis, Director of Waste Disposition Engineering Division,
Savannah River Operations Office; Al MacDougall, NNSA Service Center; Robert Gilbert,
ORP SSO; Brian Harkins, ORP Facility Representative*
- 12:15 p.m. Lunch

DAY 2: WEDNESDAY, MAY 18, 2005

Track A – Facility Rep Workshop Presentations Room: FLORENTINE EF	Track B – SSO Program Discussions Room: SIENA Leader: Walter Scott, ORP
<p>Facility Representatives Sharing of Good Practices and Lessons Learned (4)</p> <ul style="list-style-type: none"> • Inadvertent Startup of Electric Centrifuge at the Weapon Evaluation Test Lab <i>Joyce Arviso-Benally, SSO Facility Rep</i> • Controlled Explosive Demolition of LANL Building <i>Jeff Williams, LASO Facility Rep</i> • LANL Laser Accident <i>Joanne Lorence, LASO Facility Rep</i> • Lessons Learned from a High Explosives Experiment <i>Jamie San Mateo, LSO Facility Rep</i> <p>2:45 p.m. Break 3:00 p.m.</p> <p>Panel – Lessons Learned from Recent Type A Investigations</p> <p><i>Ray Hardwick, Deputy Assistant Secretary for Facility Operations, Office of Environment, Safety and Health</i> <i>Phillip Giles, SR Senior Facility Rep</i> <i>Rob Hastings, Director of Operations Oversight Division</i></p>	<p>THEME: Sites Helping Each Other</p> <p>Each site should come prepared to provide a brief and informal status of the implementation and execution of their SSO program, including qualification progress, lessons learned, successes, and problems. The workshop will then move into a roundtable discussion of a series of pertinent topics associated with the final phases of program implementation, including topics, such as:</p> <ul style="list-style-type: none"> • Qualification Card development and scope • Qualification and Certification requirements and process • Integration and Facility Representatives and Authorization Basis Personnel • Initial Implementation Assessment Results and Lessons Learned • Final Implementation Assessment Plans and CRADs • OA/DNFSB/Internal audit results of SSO programs • Training courses being offered and under development • Safety System assessment results (interesting findings like the case studies presented during SSO training sessions). • Requirements Backfit process • Vital safety systems versus DSA credited systems • Tracking systems for analysis of operational events • DNFSB expectations for SSO program • Scope of SSO program – systems and safety management programs • CSE active systems required by Order 420.1A and some passive systems • Safety Management Program Personnel qualifications compared to SSO qualifications • Projects involving significant modifications (DSA change required PSAR) • PSAR development with project design and assigned of SSOs • Emphasis on engineered controls instead of Administrative Controls • Funding issues • Compliance with DOE O 420.1A and DOE G 420.1-1 • SC/SS fire system design IAW NFPA acceptable • Generic items of concern to SSOs

DAY 3: THURSDAY, MAY 19, 2005

- 7:50 a.m. Introduction
John Evans, Facility Representative Program Manager
- 8:00 a.m. Human Performance Improvement
*Ray Hardwick, Deputy Assistant Secretary for Facility Operations,
Office of Environment, Safety and Health and Earl Carnes, Office of Regulatory Liaison,
EH-21*
- 8:30 a.m. Break
- 8:45 a.m. Facility Representatives Sharing of Good Practices and Lessons Learned (3)
- Safety Leadership
Brian Harkins, ORP Facility Rep
 - Use of Operational Awareness Database
Mat Irwin, RL Facility Rep
 - Cleaning and Draining a Spent Nuclear Fuel Pool
Robert Knighten, NE-ID Facility Rep
- 10:00 a.m. Break
- 10:15 a.m. Facility Representatives Sharing of Good Practices and Lessons Learned (4)
- TRU Waste Drum Gas Generation
Steve Goff, SR Facility Rep
 - Machine Guarding at BNL
Jerald Bond, BHSO Facility Rep
 - Trenching Procedures at Oak Ridge
Jorge Gonzalez, ORO Facility Rep
 - Pantex Authorization Basis Upgrade—Integrated Implementation Plan
Carlos Alvarado, PXS0 Facility Rep
- 11:30 a.m. Pegasus Action Tracking System at YSO
Jeff Cravens, Lead Operations Engineer Y-12 Site Office
- 12:00 p.m. Lunch
- 1:30 p.m. Tour of the Atomic Testing Museum
- 4:00 p.m. Return to Hotel

APPENDIX C

NOMINEES FOR THE 2004 FACILITY REPRESENTATIVE OF THE YEAR AWARD



Congratulations to the 2004 Facility Representatives of the Year:

Jeffrey Cravens,
Y-12 Site Office

Robert Knighten,
Idaho Operations Office



Jeffrey Cravens, Y-12 Site Office

Background:

Jeffrey Cravens is assigned to Special Materials Operation and Technology Development Organization at Y-12 Site.

Achievements Include:

Led the YSO effort in development and implementation of a computerized management information system, entitled Pegasus, which significantly enhanced the capability of YSO to improve organizational performance and conduct more effective contractor oversight. Jeff's management information system enables YSO Facility Reps, and all members of the YSO team, to schedule, execute, track and trend assessments of contractor operations and activities. Jeff worked hand-in-hand with the programmer and honed additional capabilities for the system to facilitate detailed trending by issue type or by facility.

He also worked with site office performance assurance personnel to develop and strengthen YSO quality assurance processes, management systems, and procedures. This initiative was conducted in support of the YSO effort to achieve International Standards Organization 9001 certification. This effort has led to YSO achieving ISO certification, the first NNSA site to achieve this certification.

Robert Knighten, Idaho Operations Office

Background:

Robert Knighten is assigned to the Test Area North facilities, including the Water Reactor Research Test Facility (WRRTF) and the Loss of Fluid Test (LOFT) Facilities.

Achievements Include:

Evaluated alternatives for closing aging spent nuclear fuel pools and convinced management of the efficacy of using divers for the first time ever in DOE to apply fixative to the walls of the pools. This alternative was eventually chosen and resulted in reduced estimated worker exposure by 75% and airborne exposure by 90% with a project cost savings of over \$300,000. Once demonstrated, similar diver work was authorized in three other Idaho basins to support cleanup. This process is being evaluated at other sites as well.

He also provided detailed evaluation and insight for contractor plans for D&D of facilities at Test Area North. The entire complex at Water Reactor Research Test Facility and over half the facilities at Test Area North have been removed under his oversight. Of particular note was his application of lessons learned from a stack removal operation at the Water Reactor Research Test Facility to a similar stack removal operation at LOFT. His review changed the methods that were to be used for the LOFT stack removal.



The Secretary of Energy
Washington, DC 20585

April 29, 2005

MEMORANDUM FOR JEFFREY K. CRAVENS
Y-12 SITE OFFICE

FROM: SAMUEL W. BODMAN

A handwritten signature in black ink, reading "Samuel W. Bodman", is written over the printed name.

SUBJECT: Facility Representative of the Year for 2004

Congratulations on your selection as the Department of Energy's (DOE) Facility Representative of the Year for 2004. Your outstanding leadership in identifying and resolving safety and operational issues at the Y-12 National Security Complex has been essential to the safe, efficient operation of the site's facilities.

As a Facility Representative, you serve in a position that demands a strong questioning attitude, a high degree of technical expertise, and a continual quest for improvement. Your performance exemplifies the very best among almost 200 DOE Facility Representatives, a highly-regarded group of professionals who ensure the safe, reliable operations of our facilities. You can be particularly proud to be chosen this year from a strong field of nominees. Your selection as the Department's Facility Representative of the Year recognizes your dedication, superior technical knowledge, record of results, and commitment to excellence.

Thank you for your outstanding service, and I wish you continued success in your DOE career.





The Secretary of Energy
Washington, DC 20585

April 29, 2005

MEMORANDUM FOR ROBERT L. KNIGHTEN
IDAHO OPERATIONS OFFICE

FROM:

SAMUEL W. BODMAN

A handwritten signature in black ink, reading "Samuel W. Bodman", is written over the printed name.

SUBJECT:

Facility Representative of the Year for 2004

Congratulations on your selection as the Department of Energy's (DOE) Facility Representative of the Year for 2004. Your outstanding leadership in identifying and resolving safety and operational issues at the Idaho Closure Project's Test Area North facilities has been essential to the safe, efficient remediation and decommissioning of these facilities.

As a Facility Representative, you serve in a position that demands a strong questioning attitude, a high degree of technical expertise, and a continual quest for improvement. Your performance exemplifies the very best among almost 200 DOE Facility Representatives, a highly-regarded group of professionals who ensure the safe, reliable operations of our facilities. You can be particularly proud to be chosen this year from a strong field of nominees. Your selection as the Department's Facility Representative of the Year recognizes your dedication, superior technical knowledge, record of results, and commitment to excellence.

Thank you for your outstanding service, and I wish you continued success in your DOE career.

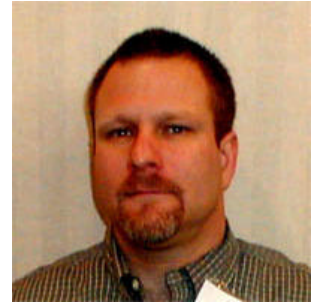


Nominees for Facility Representative of the Year 2004

JOHN HOUCK, ARGONNE SITE OFFICE

Background:

John is assigned to the Advanced Photon Source (APS) and Center for Nanoscale Materials.



Achievements Include:

- Identified a trend of degrading configuration control of critical APS radiation safety systems components and assisted APS management in planning to improve both configuration control and critical component work control. This ultimately led to fundamental changes in work control and an enhanced configuration control program.
- Expanded major efforts in 2004 related to Laser Safety: 1) He participated in a comprehensive ASO Laser Safety functional area review of ANL. 2) Following a Class IV laser eye exposure, he participated in an extensive investigation and evaluation of needs. 3) He presented and participated in a DOE complex-wide video teleconference on the Class IV exposure, which included scientists, ES&H personnel, and senior management of ANL and DOE.

JERALD BOND, BROOKHAVEN SITE OFFICE

Background:

Jerald provides oversight on all aspects of Plant Engineering at Brookhaven National Laboratory including facility construction, decommissioning, and site infrastructure.



Achievements Include:

- Developed a multi-phased approach and management structure for implementing the ORPS Redesign Project for both the Brookhaven Site Office and the laboratory. Through his initiative and partnering efforts, Jerald spearheaded, developed, and garnered lab-wide participation and support for all phases of the ORPS Redesign—Pilot Study, Beta Testing, numerous review/comment cycles, senior management presentations, training initiatives, procedure development/revision, and performance analysis process development. Those efforts have also been recognized by DOE-HQ, having certified the laboratory as “Outstanding ORPS Implementation Site”.
- Performed a comprehensive independent verification review of the lab’s reengineered Hazardous Material Transportation program. Jerald’s continuous monitoring and management of the program has led to enhanced safety for Hazmat transport, including the development of the “Materials of Trade” process designed to allow the onsite movement of limited and defined quantities of specific hazardous materials.

Nominees for Facility Representative of the Year 2004

BILL GENTILE, LOS ALAMOS SITE OFFICE

Background:

Bill is assigned to the Weapons Engineering Tritium Facilities and on-site transportation activities.



Achievements Include:

- Worked closely with LANL to ensure complete and accurate transportation plan implementation, in agreement with the new Documented Safety Analysis for on-site transportation activities. This required countless, often difficult discussions regarding the interpretation of the Technical Safety Requirements noted in the Transportation Safety Document. This was additionally difficult as on-site transportation had not been considered a nuclear activity.
- Conducted a detailed review of the Weapons Engineering Tritium Facility's 11 Administrative Control Programs prior to an NNSA ORR regarding the new Documented Safety Analysis. During this review, Bill discovered 44 deficiencies in the WETF state of readiness regarding the AC implementation. Several of these identified issues were important 'show-stoppers', such as Bill noting that the facility had omitted the requirement to complete an in-service inspection for a design feature. These deficiencies had escaped the notice of the earlier contractor review teams.

D. SCOTTY AFONG, NEVADA SITE OFFICE

Background:

Scotty is assigned to the Device Assembly Facility at the Nevada Test Site.



Achievements Include:

- Identified significant concerns with the TA-18 early move project quality assurance and issues management. Deficiencies were not routinely tracked and closed and corrective actions not verified. Through Scotty's persistent interaction with the contractor, a more formal approach to tracking and closing deficiencies was incorporated.
- Discovered the radiation monitoring systems were out of calibration or were removed without proper documentation. Further, the facility data sheets displayed incorrect system operability or alignment. These systems are considered defense in depth important to worker safety. Scotty worked with the contractor to improve the formality of processes and procedures for tracking maintenance activities and system status.

Nominees for Facility Representative of the Year 2004

MARK BROWN, OFFICE OF RIVER PROTECTION



Background:

Mark is assigned to the Hanford Tank Farms and the 222-S Laboratory.

Achievements Include:

- Led an assessment in May 2004 of the Analytical Technical Services Voluntary Protection Program for reevaluation of STAR status. Mark's review determined that the management leadership, employee involvement, workplace hazard prevention, and safety training were substantially implemented. Mark recommended awarding the DOE-VPP STAR rating. A subsequent review by an independent DOE Headquarters Team concurred with Mark's recommendation.
- Played a key role in evaluating the Tank Farm Contractor's Integrated Safety Management System (ISMS) as part of the annual ISMS declaration. To this end, Mark performed two ISMS assessments during the year; the first in July-August and the second in November 2004. During the first review, a serious radiological event occurred at the facility which hampered the review efforts. Through Mark's leadership, the team completed the ISMS review while Mark continued to evaluate the root cause of the event. The event consisted of work on a 300 REM/hr source that was improperly handled and caused a worker to exceed an extremity radiation exposure limit in minutes. Mark's persistent contribution led directly to determining the root causes.

JORGE GONZALEZ, OAK RIDGE OPERATIONS OFFICE



Background:

Jorge is assigned to the ORNL Melton Valley Restoration Project.

Achievements Include:

- Identified soil stability problems during the installation of a 1.2 mile long underground water collection system at depths ranging from 10 feet to 34 feet. Jorge developed a computer application in MS Excel and performed a detailed geotechnical analysis of the trench excavation site using available geological data, existing design drawings and fundamental geotechnical engineering theory. The findings led to the redesign of the trench and the implementation of state-of-the-art drain installation technologies. After redesign, actual trenching and installation activities were completed in just three weeks, four months ahead of schedule with no recordable injuries.
- Raised concerns about the structural strength and stability of the exterior wall of the New Hydrofracture Facility, which was undergoing D&D. A formal structural evaluation of the building was not deemed necessary during the planning stages of hoisting and rigging activities. To satisfy his professional concern, Jorge performed a three dimensional structural analysis of the entire facility considering not only the action of gravity loads but also the improbable action of wind and seismic forces on the structure. The study demonstrated that maximum stresses in the concrete were much lower than the limit allowed by the code for stress analysis of concrete having a compressive strength making the operation perfectly safe.

Nominees for Facility Representative of the Year 2004

GREGORY BAZZELL, PORTSMOUTH/PUDUCAH PROJECT OFFICE

Background:

Greg is assigned to the Cylinder Yards, Deactivation and Decommissioning Activities, Waste Storage, and DOE Material Storage Areas at the Paducah Gaseous Diffusion Plant.

**Achievements Include:**

- Personally reviewed or assisted with the completion of over 650 deliverables to various organizations including senior level headquarters management, congressional staffers and state and federal regulatory agencies. Some of these deliverables include submittals for the Agreed Order; complete and timely submittal of required Federal Facilities Agreement deliverables; and the submittal, approval and implementation of three of the four Documented Safety Approvals revisions required for the Paducah site.
- Volunteered and sought out training that would support his high level of commitment to ISMS. He has attended an OSHA 510 Construction Safety course and is currently enrolled in an Environmental Regulations and Laws course. He has greatly contributed to the positive trends in safety that the PPPO experienced during 2004. Such trends include a steady decrease in the combined BJC and subcontractor rates for OSHA Total Recordable Cases and Lost Workday Case Rates for 2004.

BRIAN JONES, PANTEX SITE OFFICE

Background:

Brian is assigned to various facilities at the Pantex site.

**Achievements Include:**

- Led a team of six Facility Representatives in a readiness assessment that validated the first 30 TSR controls in the site's new Integrated Implementation Plan. In order to conduct a successful review in a timely manner, Brian developed a workable implementation plan including CRADs to support the readiness assessment for a type of review that had not been done before at Pantex. The resulting high quality assessment report set a baseline for subsequent reviews.
- Identified four TSR violations as well as a Potential Inadequacy in the Safety Analysis. Three of these violations required revision to the TSR and contractor operating policies to assure the required level of nuclear safety was being maintained. Based on his field observations, Brian identified numerous editorial changes necessary to assure the Pantex authorization basis is accurate in its descriptions of required controls and programs.

Nominees for Facility Representative of the Year 2004

DONALD RACK, ROCKY FLATS FIELD OFFICE



Background:

Don is assigned to Building 371 at Rocky Flats.

Achievements Include:

- Reviewed documentation for a planned waste stabilization activity and determined that the implementing procedure and criticality safety limit exceeded the Material at Risk assumptions in the authorization basis accident analysis. Don identified this prior to performance of the activity and prevented a positive Unreviewed Safety Question.
- Identified several significant issues in the area of radiological protection. The Central Storage Vault (CSV) in Building 371 is a multi-story structure presenting unique decontamination challenges. When work was initiated in the CSV, Don was present and determined that the air monitoring strategy being used was not representative of the workers' breathing zones; consequently, determination of worker stay times could not be accurately or adequately determined. Don's efforts resulted in a more conservative and protective monitoring strategy and reduced worker exposures.

JAMES SPETS, RICHLAND OPERATIONS OFFICE



Background:

Jim is assigned to the Plutonium Finishing Plant.

Achievements Include:

- Identified storage of Transuranic (TRU) waste containers in a five-position wagon in an area not allowed by the DSA. The USQ evaluation concluded that the potential release consequences from an accident involving material stored in the area was greater than analyzed in the Safety Basis, and that other authorized storage locations also did not provide the same level of protection from release as the Safety Basis assumed. Because of Jim's identification of the issue, the facility moved the wagon to an approved storage location, reviewed other storage locations and eliminated noncompliant areas, changed implementing procedures, modified the facility USQ process, and trained personnel on the event and subsequent changes.
- Led the Implementation Validation Review to demonstrate adequacy of contractor procedures to implement the new PFP DSA. In addition to his team leader duties, he personally identified several issues with the contractor's combustible loading and nuclear material management programs. He effectively coordinated other team members' issues and was the primary architect in developing the final report. His leadership role was invaluable to DOE and his contribution directly led to improved facility operations and compliance with the DSA.

Nominees for Facility Representative of the Year 2004

STEVE GOFF, SAVANNAH RIVER OPERATIONS OFFICE

Background:

Steve is assigned to the Solid Waste Management Facility and the Saltstone Facility.



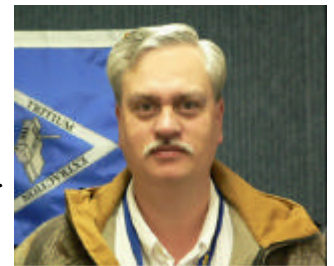
Achievements Include:

- Identified a significant programmatic breakdown in implementation of the SWMF authorization basis. The pervasive nature of the problems resulted in contractor and DOE independent investigations, changes to the AB and completion of subsequent restart reviews before the facility could resume operations. These problems that could have had serious consequences for not only the Savannah River Site missions, but the entire national TRU waste program, were identified and are being corrected before a major incident occurred.
- Served as team leader for the DOE validation to ensure recent Saltstone Facility modifications were ready to support operations. The modifications supported increasing the activity level of material to be processed by ten-fold from the facility design basis and included a complete replacement of the Digital Control System. Steve successfully led a multi-disciplined team that identified areas requiring correction and worked cooperatively with the contractor to develop and implement appropriate corrective actions that supported an on-time ready to operate determination.

RICHARD BOYD, SAVANNAH RIVER SITE OFFICE (NNSA)

Background:

Rich is assigned to the Tritium Extraction Facility and Buildings 233H and 234H.



Achievements Include:

- Created the framework for the SRSO Facility Representative program. Prior to 2004, the SRSO FR program was a part of the larger Savannah River Operations Office program. In 2004, NNSA took full responsibility for its own program. Rich researched program requirements and developed procedures and training for the SRSO FRs.
- Oversaw work at the tritium facilities during a time of increased operational tempo that had not been seen in his facilities. The fast pace of unloading reservoirs due to increased dismantlement of weapons as well as the increased gas processing and loading operations were accomplished using new technology and new processes for which Rich took the initiative to learn in detail to provide oversight.

APPENDIX D

WORKSHOP SURVEY RESULTS



FACILITY REPRESENTATIVES WORKSHOP SURVEY RESULTS

Total Responses	52
Facility Representative Responses	37
Non-Facility Representative Responses	15

Survey Question One: In what capacity are you attending?

I am a Facility Representative	37
I have programmatic responsibilities for FRs	6
I am a Speaker/Panel Member	10
Other	9

Survey Question Two: Generally how informative did you find the sessions at this year's Workshop? (5 is extremely informative, 0 is not informative at all)

<u>Day One Topics</u>	<u>Number of Responses</u>	<u>Average Score</u>
Keynote Address	52	3.6
Senior Management Panel	52	3.6
Hooked on Safety	52	4.6
DOE Management of WTP	48	3.5
Facility Representative Program Summary	52	4.0
<u>Day Two Topics</u>		
New DOE Operating Experience Program	48	3.2
Criticality Safety Lessons	46	4.2
Panel—SSO/FR Oversight	45	3.1
Type A Accident Summaries	39	3.5

Day Three Topics

Human Performance Improvement	52	4.0
Pegasus	31	3.9
How informative were the sessions of Facility Reps Sharing of Good Practices and Lessons Learned?	52	4.0

Survey Question Two: What is the most significant obstacle limiting your effectiveness as a FacRep.

Too much work, not enough FRs	6
No significant obstacles	8
Too many collateral duties	4
Too many administrative duties	4
Poor technical support by SMEs	1
Can't get needed training	0
Unclear Expectations	5
Lack of management support	1
Inadequate management interaction	2

Other:

- Low management expectations of under performing FRs in our team
- Too many “experts” hired by DOE to assess our FR organization
- Did not have unencumbered access—now have it

Survey Question Five: Do you have any other comments or suggestions?

Overall Conference

- Excellent presentations by FRs. Quality keeps going up!
- Excellent!
- Great Workshop!
- Good overall conference.
- Good Job!
- Well done!
- Outstanding conference! Very informative and interesting.
- I really enjoy this workshop. It was very well executed, as usual. Please keep holding it in Las Vegas as long as it's not cost prohibitive.

Lessons Learned Presentations

- Although there were a lot of interesting presentations during the workshop on good practices, there weren't a lot of lessons learned/good practices shared.
- Too many FR sharing good practices, many of them were similar.
- Integrating SSO topics into the FR workshop would be extremely informative. Sharing of tools used at other sites (Operational Awareness Database) is beneficial and provides insight for improving tools used at our own sites. I would recommend additional presentations such as this one.
- Lessons learned presentations are getting better from last year – Type A investigation presentation was good.
- Too many of the FR good practices. The lesson learned were too detailed. We are FRs, we don't need explanation of what a laser is nor what a DSA is. Too much detail on events in presentations and not enough focus on the actual lessons learned or good practices.
- An SSO lesson's learned session could be added to the FR session to share those items of generic interest to the SSOs & FRs. Those technical engineering issues with safety systems could significantly enhance the issues encountered by FRs. The NRC Resident Inspectors provided these types of lessons learned.

Other Presentations / Panels

- I highly recommend that there be a core training classes developed for FR that must be taken during initial and re-qualification. These classes should include: 1) Conduct of Operations (we used to have one); 2) Radiation Protection (NRC has one in Chat. TN); 3) OSHA Training; and 4) Environmental one of these courses could be presented at the FR conference or at least a refresher.

Survey Question Five: Do you have any other comments or suggestions? CONTINUED

- Billy Robbins presentation was very real and beneficial.
- Panel members should not make comments on all issues. They should only talk if it is relevant to the question.
- Management support of the FR program and explain their expectation. More time on improvements to our oversight of contractor/vendor safety programs (make me a better FR)
- Secretary Bodman's address was outstanding! Thanks.
- The Secretary Bodman video was great! He seems to at least speak safety – let's see if can walk safety. I liked the fact that there was DNFSB member here, and that all the Type A's recently have nothing to do with nuclear hazards/facilities.
- SSO lessons learned sections for the next year during group sessions.
- Need a full day to cover SSO issues.

General Suggestions for Future Workshops

- Hooked on Safety was great!...but you're preaching to the choir! Recommend exposure to Site Managers, FTCP, and other Senior Managers to start changing DOE's safety culture!
- The Hooked on Safety presentation was excellent and extremely effective. Suggest future conferences include such presentations in such areas of safety, time management, communication skills, conflict resolution, etc. Also INPO human performance training at the next FR conference.
- Since this is a DOE sponsored conference, it might be pertinent to condition speakers about gender related comments. No comments was extremely offensive but it is a practice that should not be acceptable.
- INPO Training next year.
- Use some sessions for discussing pet peeves. A happy hour 1st day to introduce people. Remove barriers. Provide training like Human Performance Improvement.
- Consider long presentation on Human Performance Improvement.
- Why haven't we gone to a centralized system for operational awareness tracking?
- Schedule some shoot the breeze sessions to chat about issues - informally.
- Panel and breakouts and lessons learned are most beneficial.
- I thought the panel for SSO-FR interface generated quite a lot of discussion. We need more SSO-FR "integrate" topics if we are going to continue to mature/develop the programs. I would like to see more FR-SSO topics/presentations in future workshops to justify the recourse expenditure.

Survey Question Five: Do you have any other comments or suggestions? CONTINUED

- Although a briefing on what a site does is interesting, the key note address should attempt to impart insight and safe knowledge and how a FR can be more effective.
- Good message from Joseph Bader. Good speaker. Please get a military speaker for the next FR convention. Somebody who actually use the finished product in the field or get a contractor to speak about value of Fac Reps in the facility.
- Include list of attendees in packages.
- Small round-table session is best.
- Revisit SSO Program with FRs next year, progress?
- Panel discussions sometimes seem to ramble. As a suggestion for improvement, suggest panel members are assigned a key question or area that they focus on in their opening remarks. Remarks should be limited to ten minutes. Also suggests that several questions be sent out to panel which have been accumulated from FRs by John. This will enable panel members to give more thought, rather than “winging” it.
- Question: Will there be an effort to integrate the SSOs with FRs at this workshop? Suggest that this be considered. Maybe also have a break out session for an SSO “Steering Committee” type session
- A program manager (similar to Mr. Evans for FR) is desperately needed for the SSO program. This person could help organize information of generic interest for distribution to the SSO community.
- Increase the SSO participation and contributions to the workshop. Initiate a SSO/Engineer of the year award similar to the Facility Representative of the Year award.
- The DOE HQ dash-1s need to witness Billy Robbins’ presentation. Many DOE & contractor managers do not believe it is possible to have an Accident Free Work Place. SSO – need senior management to understand DOE’s role and responsibilities. SSOs doing contractor work!
- How about the full 8-hour session in Human Performance?
- John, thanks again for keeping the FR workshop a reality!
- There is a need to improve DOE OE/FR communication, incorporate their reports into our continued training program. Maybe next year, you can talk more about HQ efforts to bring HELP/TOOLS/BENEFICIAL to the FRs.
- Teresa & Yi deserve an award – things went really smoothly.

Sound system

- Many speakers didn’t properly use the microphones. Couldn’t hear many.
- Sound system was weak.
- The sound system needs improvement, including giving clear instructions to presenters and audience on using microphones. Notice, most speakers keep the microphones far away from their mouths, especially panel members, which results in poor sound distribution.

Survey Question Five: Do you have any other comments or suggestions? CONTINUED

Time

- The Fac Reps need to stick to their time limits for their presentations.
- Need to have a person in charge of keeping presentations on schedule; time limits should be adhered to a requirement and ended on time for respect of other presenters. Use an alarm clock (e.g. timer)!
- Presentations should be pre-screened to ensure they can be presented in the planned time frame in order to maintain schedule.
- Need more militant time management.
- Some presentations were too long - if they feel they need 30 minutes then clear that in advance - but for lessons learned FR presentation it is probably too long and should be downsized - weed out some detail!
- Please revert back to when you gave a 5 minute warning, then cut off long winded speakers who can't manage our time!
- Tell people that they must dry run at home to ensure time requirements are met!!! Then be as rude as it takes to ensure compliance.
- Implement time limit control for presentations. Many of the presenters that stuck to the 15 minute limit could have had more to share if they had more time. It is some what unfair to rate presentations when different times were used.
- Presentation too long – need donuts/food
- Need to monitor the time length given. Indicate time remaining/limit pictures.
- Need to enforce better time management – causes a lot of stress and wondering when it will end listening.
- Presentations could be more concise and to the point. The presentations that were shorter held the audiences attention more than the longer ones. The presenters have good information but it could have been presented in a overarching manner rather than a nuts and bolts approach. Most presenters gave a lot of background but never talked about good practices.
- Allocation of time for presentation. Adequate time was allotted; however, presenters did not develop a presentation that fit the overall workshop schedule. The workshop has a time schedule and it shouldn't be adjusted to fit the presentations, rather the presentations should be developed to fit the schedule and timing of the workshop.
- Presenters must rehearse to ensure timeliness of the topics most exceeded their time.
- Max time 15 minutes.

Hotel

- I love Las Vegas but maybe some benefit to doing other sites.
- Keep the conference at the Tuscany, if you can!

APPENDIX E

REFERENCE MATERIALS



FACILITY REPRESENTATIVE PROGRAM SPONSORS

Office	Name	Title	Phone
CBFO	Lloyd Piper	Deputy Manager	505-234-7303
CH	Carson Nealy	Group Manager, Technical and Administrative Services	630-252-2004
ID	Robert Stallman	Deputy Assistant Manager for Technology Programs and Operations	208-526-1995
LASO	Fred Bell	Acting Assistant Manager Facility Operations	505-665-4856
LSO	Phil Hill	Livermore Safety Oversight Division Director	925-422-7372
NSO	Steven Lawrence	Assistant Manager for Site Operations	702-295-3424
ORO	Larry Kelly	Assistant Manager for Environment, Safety and Health	865-576-0891
ORP	Chris Bosted	Deputy Assistant Manager Tank Farms	509-376-2223
PNSO	Roger Christen-	Director Laboratory Operations Division	509-372-4900
PXSO	Karl Waltzer	Assistant Manager for Oversight	806-477-3148
RL	Mike Weis	Deputy Manager	509-376-6880
SR	Charlie Hansen	Assistant Manager for Waste Disposition Project	803-208-6072
SRSO	Kevin Hall	TEF Startup Manager	803-208-2694
SSO	Connie Soden	Assistant Manager for Oversight	505-845-5586
WVDP	John Swailes	Federal Project Director	716-942-2135
YSO	Dan Hoag	Assistant Manager for Operations Management	865-576-0511

FACILITY REPRESENTATIVE HQ STEERING COMMITTEE MEMBERS

Last Name	First Name	Location	Phone	E-mail
Evans	John	DR-1	202-586-3685	john.evans@eh.doe.gov
Izquierdo	Casimiro	FE-42	202-586-9353	casimiro.izquierdo@hq.doe.gov
Morrow	Emil	NA-3.6	202-586-5530	emil.morrow@nnsa.doe.gov
Parks	Barry	SC-83	301-903-9649	barry.parks@science.doe.gov
Scott	Craig	EM-2.2	301-903-2192	craig.scott@em.doe.gov
Tourigny	Edmond	NE-40	301-903-3679	edmond.tourigny@hq.doe.gov
West	Craig	ME-511	202-287-1637	craig.west@hq.doe.gov

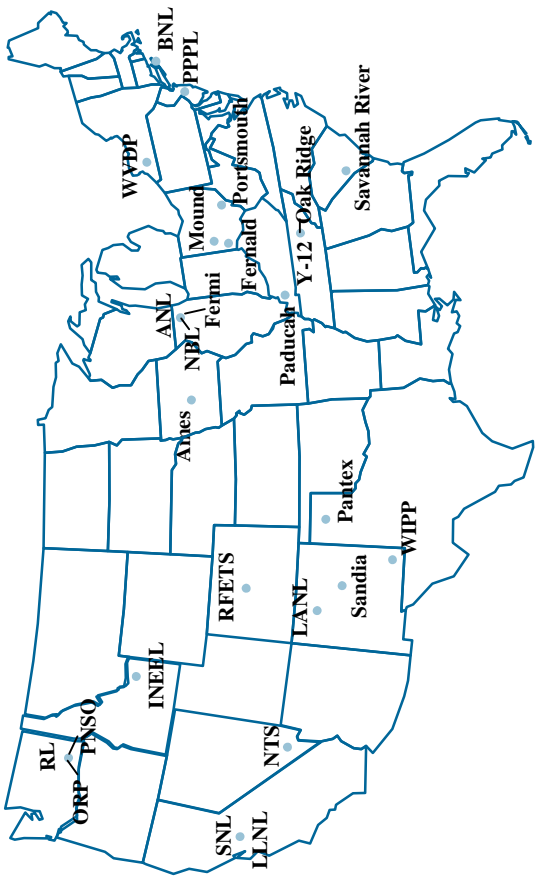
FACILITY REPRESENTATIVE STEERING COMMITTEE

Office	Location	Last Name	First Name	Phone Number	E-Mail
AL	ServCtr	Eggleston	Jody	505-845-5623	jeggleston@doeal.gov
ASO	ANL-E	Turnquest	Eric	630-252-9812	eric.turnquest@ch.doe.gov
BHSO	BNL	Kelley	Peter	631-344-5784	pkelley@bnl.gov
CBFO	WIPP	Galbraith	Donald	505-234-8365	don.galbraith@wipp.ws
CH	Office	Moro	Karl	630-252-2065	karl.moro@ch.doe.gov
FSO	Fermilab	Scott	John	630-840-2250	john.scott@ch.doe.gov
ID	MFC	Haben	Michael	208-533-7999	habenmr@id.doe.gov
ID	OPS	Seal	Bob	208-533-4279	sealrc@id.doe.gov
LASO	LANL	Bell	Fred	505-665-4856	fbell@doeal.gov
LASO	LANL	Keilholtz	Kirk	505-664-0162	kkeilholtz@doeal.gov
LASO	LANL	Pugh	Jody	505-667-6281	jpugh@doeal.gov
LSO	LLNL	Rio	Henry	925-423-7567	henry.rio@oak.doe.gov
NBL	NBL	Drago	Joseph	630-252-2673	joseph.drago@ch.doe.gov
NSO	NTS	Henderson	Timothy	702-295-1988	hendersont@nv.doe.gov
OH	WVDP	Cook	David	716-942-4469	david.c.cook@wv.doe.gov
OH	FCP	Everson	Bob	513-648-3103	bob.everson@fernald.gov
OH	MBG	Gorsuch	Geoff	513-246-0079	geoffrey.gorsuch@ohio.doe.gov
OH	WVDP	Jackson	T.J.	716-942-2135	timothy.j.jackson@wv.doe.gov
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OH	MBG	White	Christopher	937-865-4396	christopher.white@ohio.doe.gov
OR	HFIR	Daniels	Rick	865-574-9143	e29@ornl.gov
OR	Office	Harris	Tyrone	865-576-0953	harrist@oro.doe.gov
OR	EM	Noe	Timothy	865-576-0963	noetd@oro.doe.gov
ORP	FIELD	Bosted	Chris	509-376-2223	noetd@oro.doe.gov

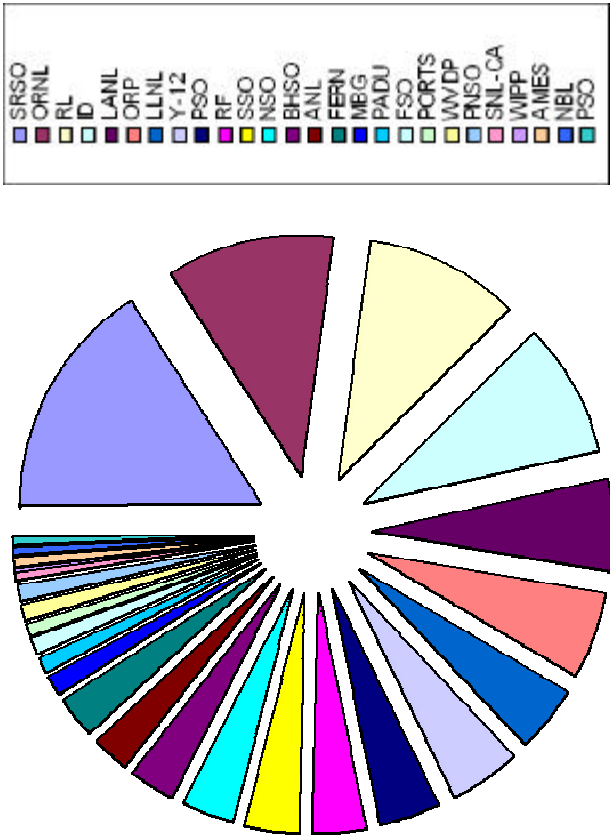
FACILITY REPRESENTATIVE STEERING COMMITTEE

Office	Location	Last Name	First Name	Phone Number	E-Mail
PNSO	PNNL	Carlson	Jeffrey	509-372-2679	Jeffrey.Carlson@pnso.science.doe.gov
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PSO	PPPL	Dietrich	Leif	609-243-3759	Ldietrich@pppl.gov
PXSO	Pantex	Alvarado	Carlos R.	806-477-4919	calvarad@pantex.doe.gov
PXSO	Pantex	Burkholder	Earl	806-477-3170	eburkhol@pantex.doe.gov
RFPO	RFETS	Parkin	Jeff	303-966-6685	jeffry.parkin@rf.doe.gov
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RL	OPS	Trevino	John	509-372-2208	john_e_trevino@rl.gov
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YSO	Y-12	Wellbaum	Steven	865-574-3963	wellbaumse@yso.doe.gov

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Lawrence Livermore National Laboratories	LLNL	9
Y-12 Site Office	Y-12	9
Pantex Site Office	PXSO	8
Rocky Flats	RFETS	7
Sandia Site Office	SSO	7
Nevada Site Office	NSO	7
Brookhaven Site Office	BHSC (BNL)	6
Argonne Site Office	ASO (ANL)	5
Fernald	FERN	5
Mound	MBG	3
Paducah	PADU	2
Fermi Site Office	FSO	2
Portsmouth	PORTS	2
West Valley Demonstration Project	WVDP	2
Pacific Northwest Site Office	PNSO	2
Sandia National Laboratories - California	SNL-CA	1
Waste Isolation Pilot Plant	WIPP	1
Ames	AMES	1
New Brunswick Laboratory	NBL	1
Princeton Site Office	PSO (PPPL)	1
Total		194

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Facility Representative Program



2005 Facility Reps Workshop

Facility Representatives Workshop
May 17 - 19, 2005
Las Vegas, NV

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- Memo from EH-1 to Under Secretaries on Laser Safety recommending laser training for all Fac Reps who oversee contractors who use lasers. [PDF NOW!](#)
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- Memo from Mark Whitaker, Jr. on 2004 Facility Representative of the Year Award. [PDF](#)
- Facility Representative Program Performance Indicators for July - September 2004. [PDF](#)
- SRS Subcontractor Fatality at Pond B - Type A Investigation. [Presentation](#) [Final Report \(PDF\)](#)
- Memo from Jerry Paul, NNSA Principle Deputy Administrator, on Facility Representative Staffing and Training. [PDF](#)
- Memo from Roy Schepens, FTCP Chairman, on Facility Representative Staffing. [PDF](#)
- Hanford 200 East Area Full Fatality - Type A Investigation. [Presentation](#) [Final Report \(PDF\)](#)

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